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DD/M+S 73-3636

11 SEP 1973

MEMORANDUM FOR: Secretary, CIA Management Committee


SUBJECT : CIA Management System: Performance Evaluation and Annual Report for Fiscal Year 1973

REFERENCE : (a) Memo dtd 26 May 73 from Secy./CIA Management Committee; same subject
(b) Memo dtd 5 June 73 from C/DD/M&S Plans Staff; same subject, with ref a attd.

1. The following pages contain the report of the Office of Training on CIA Management System: Performance Evaluation and Annual Report for Fiscal Year 1973. The report has been prepared according to the guidance and outline prescribed in the referent memoranda.

2. Copies of the report have been sent to the Deputy Director for Management and Services.

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Alfonso Rodriguez
Director of Training

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CIA Management System: Performance
Evaluation and Annual Report

Fiscal Year 1973

Office of Training

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SECTION I GENERAL

Not unlike other components in the Agency, FY 73 was a year of change for the Office of Training. It was change brought about chiefly by the turnover in the full chain of command: the Director, the Deputy Director for Management and Services, and the Director and Deputy Director of Training -- the turnover occurring within the last six months of the fiscal year. At the year's end the position of Deputy Director of Training remained vacant.

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Hardly less significant was the loss of [REDACTED] OTR's professional careerists -- 23 retirements and one death. This rate is unprecedented in OTR's history. Agency-wide personnel reductions also affected non-MT careerists assigned to OTR for tours-of-duty. This was a particularly acute problem among the instructional staffs at the [REDACTED] and in the Agent and Liaison Branch of the Operations School.

The appointment of Mr. Schlesinger as Director of Central Intelligence brought with it an emphasis on "one Agency" as well as on systems analysis and new methodologies. By the end of FY 73, OTR was well on the way to its first major reorganization since 1955, designed to give organizational and program support to these emphases.

Uncertainties that prevailed within the Agency relative to new directions on the one hand, and personnel reductions on the other, appear to have been the basic reasons for the reduced flow of students through OTR in FY 73. Operational training was particularly affected; requirements in the field of special (paramilitary) operations virtually disappeared with the "wind-down" of the war in Vietnam, leaving OTR with surplus instructors in this category. One major exception to declining requirements for operational training was the Basic Operations Course for junior case officers when requirements outstripped its capacity and by the end of FY 73 a definitive solution had yet to be achieved.

Overall, OTR terminated 15 courses during FY 73, due partly to reduced requirements and partly to the loss of instructors. At the same time, however, several new programs were initiated or were under development as a result of changing requirements, most notably in refresher programs for employees who had had no significant training in several years, and in programs directed to the Agency's involvement in the effort to combat illicit international narcotics activities.

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GENERAL (Contd.)

Requirements also increased with regard to management and information science training. The latter reflected OTR's assumption of the Information Science Training Program from the Defense Intelligence Agency late in FY 72. The personal interest and support of Mr. Colby, then Executive Director-Comptroller, concerning personnel development and improved managerial skills in the Agency brought not only a modest increase in the number of students enrolled in OTR's management courses, but led also to the development of a new Advanced Management Program for middle managers, to be offered for the first time early in FY 74. A pilot program, "Leadership Conference" for senior managers also was undertaken, but a formal offering is still under review. A major development during FY 73 was the publication of a new OTR Catalog of Courses, the principal feature of which was a "Profile of Courses" designed to provide guidance to Agency managers in the systematic use of training for personnel development.

Requirements from the Directorates for Career Trainees increased toward the end of FY 73, yet OTR's Program Officers were witnessing problems in recruitment, sensing that the attractiveness of the Agency as a place for highly qualified young officers to work might possibly have been diminished by recent publicity unfavorable to CIA. At the end of FY 73 OTR had begun an appeal to Agency employees who, through their outside associations, could identify likely candidates for the Program. Results to date have been modest.

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Given the breadth of change, touching all facets of OTR's programs and climaxed by a basic reorganization of OTR which became effective 15 August 1973, a revision of operating objectives for FY 74 and beyond is called for. This is what OTR has now set about doing.

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SECTION II ACCOMPLISHMENTS

A. Objective 1: DCI

1. Statement of Objective

Provide training in intelligence, operations, management, support, and in language, at a level of support comparable to FY 72, for staff and contract personnel, for representatives of the USIB Community, other Government agencies, and for representatives of foreign intelligence services and for non-Government individuals and groups.

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2. Action Plan

Five major components (School of Intelligence and World Affairs, Support School, Operations School [REDACTED] and Language School) to conduct courses in the curriculum, tailor the courses for special groups, and develop new programs as requirements evolve; OTR to publish two, six-month projections of scheduled courses, publish revised OTR Catalog, issue bulletins on selected programs; align the instructional staff, including recruitment of experienced officers for rotational assignments as instructors; locate information science training and clerical training in the Chamber of Commerce when feasible; maintain close liaison with Component Training Officers to solicit requirements, obtain training materials, and to enroll employees in OTR's courses.

3. Progress and Shortfall

a. Progress

The program met the planned level of performance, except in operations training where conditions beyond the Agency's control emerged to bring about a shortfall, and in the courses conducted by the School of Intelligence and World Affairs where there were fewer students in many of the classes.

(1) Staff Employees

Exclusive of language study, 71 courses were conducted for a total of 414 separate presentations. Attendance of Agency employees at these presentations totaled 6742, equalling 47,154 student days. (1954 student days were for part-time training.)

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A. Objective 1: DCI (Contd.)

Additionally, the Language School had 223 classes (92 full-time and 131 part-time) in 22 languages. Attendance was 654 for a total of 19,757 student days. Before-and-after-hours language classes (11) were offered for 120 employees who completed 1388 student days of study, in four languages.

FY 73's productivity showing OTR's courses completed by staff employees is compared with that of FY 72 on the following chart:

Staff Employees (Completed Training): FY 73 vs. FY 72

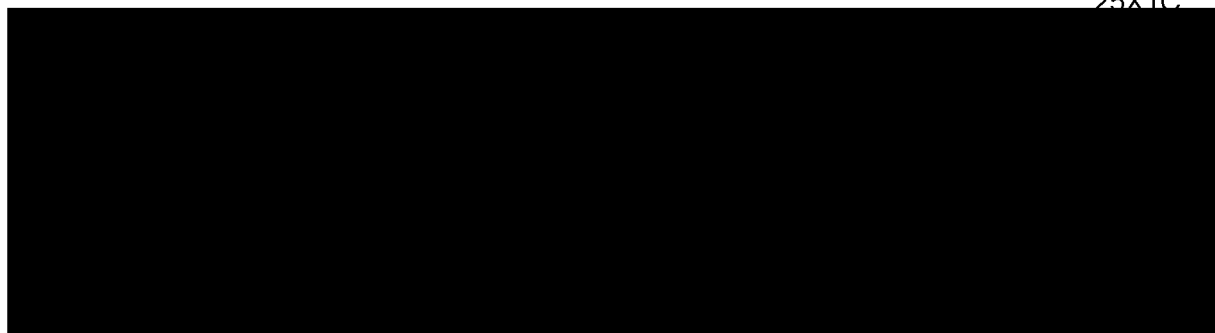
	FY 73	FY 72*	FY 73** %Increase/Decrease
Courses	71 + 22 languages	64 + 23 languages	+10.9 (-4.3% langs.)
Runnings***	637 (414 +223 lang. classes)	612 (400 +212 lang. classes)	+4.1
Attendance	7517	7173	+4.8
Student Days	68299	69325	-1.5

* Information science training was not in OTR's Curriculum in FY 72.

** Percentage of increase was in support and language training; decrease was in operations and intelligence training.

***Includes 92 runnings of one-day Risk-of-Capture program in FY 73: attendance was 1029, student days - 1029; and 72 runnings in FY 72: attendance was 1256, student days - 1256.

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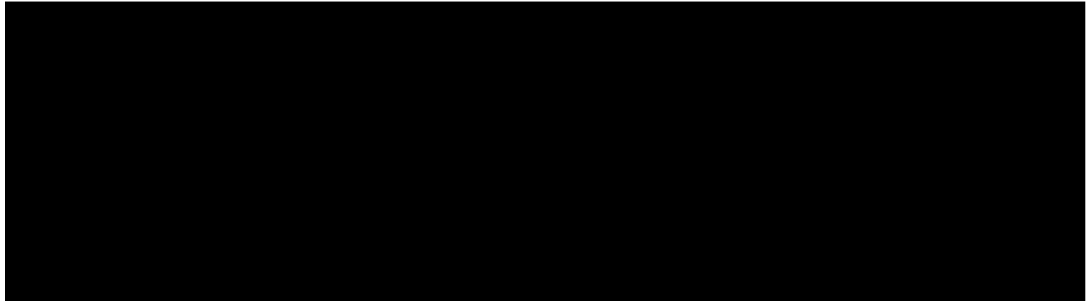


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A. Objective 1: DCI (Contd.)

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(3) Briefing Program

Through its briefing program, which consists primarily of presentations to individuals and groups from outside the Agency and covers the functions of CIA, its Community relationship, and communism, OTR reached an audience of 7100. The briefings were given to individual senior U.S. and foreign individuals, to classes at State, AID, in the DoD and to other Government groups such as those, for example, at the Drug Enforcement Agency, and to university, high-school, and civic groups.

There were also especially designed programs on CIA given at Headquarters for outside groups, including groups from State, the DoD, the Federal Executive Institute, Brookings Institution, and the President's Executive Interchange Program. (41 programs in FY 73 as compared with 24 in FY 72)

(4) Guest Speakers Program

OTR gave increased emphasis to the program, which brought outstanding guests to the Agency to address audiences in the Headquarters Auditorium. Eight programs were held. One, on "The Energy Challenge", was opened to members of the Intelligence Community. Another, a jointly sponsored program with the Domestic Contact Service, featured "US Business and the International Economy."

The audience for special programs numbered 4300, compared with 1050 for FY 72.

(5) Intelligence Community Training

Of special note is the participation of the Community in the regularly scheduled classes OTR conducts. In FY 73 there

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A. Objective 1: DCI (Contd.)

4. Problems

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OTR continues to face the problem of operating without specific requirements from the Directorates. Other problems are the underuse of [REDACTED] though positive steps are underway to increase its utilization; finding out how good and how relevant our training actually is; developing up-to-date case studies and other intelligence training literature; producing tradecraft footage - shorter segments preferred to be used to illustrate a point of training, plus the foreign language tapes to be used with the footage (the OTR film unit continues to be called upon to produce films for other Agency components); a lack of young professional officers coming into the Training Service; and a need to upgrade the qualifications of Component Training Officers.

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5. Future Plans

There appears to be a need for OTR to revise its present objective of providing FY 74 training support to the Agency equivalent to at least that provided in FY 73, and with a reduction of 13 staff positions in FY 74. (Ref: Para. H, page 36)

OTR looks to the Professional Development Program as a principal solution to the problem of obtaining useable requirements. It is also prepared to assist the components in development of training profiles, though so far there has been no requirement for such assistance. The DTR has already approved the transfer of several operations courses to the [REDACTED] for incorporation in the Station's curriculum, and three headquarters instructors have already been reassigned to augment the operations instructional staff. What must be continued is the review of other OTR programs that could perhaps be more effective were they given in the training environment of [REDACTED] and a review of the extent to which [REDACTED] can be used by the Intelligence Community. Evaluating the responsiveness of training to job-needs will be stepped up as indicated in the objectives of OTR for FYs 74 and 75. Actions and those responsible for them will be revised since the Curriculum Development and Evaluation Branch of the Plans and Development Staff will now have the major responsibility for guiding the program.

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A. Objective 1: DCI (Contd.)

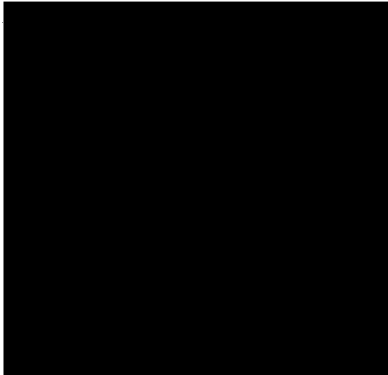
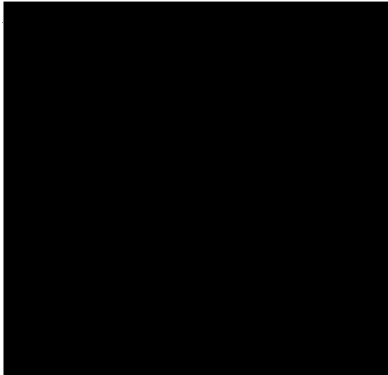
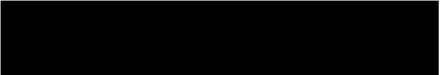
Accelerating our efforts to recruit experienced young officers remains an objective for several succeeding years (Ref: Objective 6 page 18). The Board of Visitors has already taken action to upgrade the support to OTR from Training Officers by establishing qualifications for such assignments. Meanwhile OTR plans to improve its briefing program for these officers, directing the activity to fewer briefings of large groups and concentrating on briefing smaller groups with specialized interests.

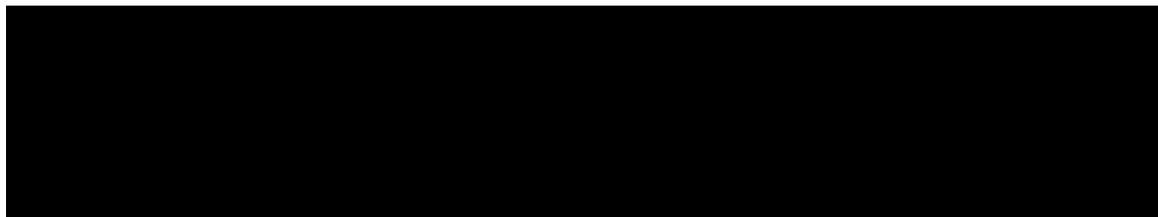
New objectives will be established concerning the production of films and the development of updated training materials.

6. Costs

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<u>Activity</u>	<u>Manyyears</u>	<u>Funds</u>
DTR and Executive Support		
Operations School		
School of Intelligence and World Affairs		
Language School		
Support School		
Instructional Support Staff		
Information Science Training Center		
		
Totals		



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SECTION II ACCOMPLISHMENTS

A. Objective 2 : DD/M&S

1. Statement of Objective

Restructure and staff the Office of Training to provide an organization and a personnel complement capable of effectively and efficiently accomplishing OTR's responsibility to present relevant, high-quality training programs and to furnish the related support.

2. Action Plan

In FY 73, OTR's Curriculum Council was to review the curriculum, except language courses, and in the process, to establish priorities for courses, --to be developed or revised --, eliminate marginal programs, and to recommend ways to upgrade the quality of instruction, including ways to upgrade the teaching skills of the instructional staff.

3. Progress and Shortfall

a. Progress

The objective met planned performance goals. During FY 73, the Curriculum Council reviewed all of OTR's instructional programs (the Language School excepted) with the result that, by the end of the year, fifteen courses had been dropped, the largest such number in any year since OTR was established. Those courses terminated included all clerical refresher training in typing and shorthand, records and microfilm management, interrogation, counterintelligence operations, area courses on the USSR and China (although it is anticipated that area courses will be replaced by special seminars), two workshops in management training, map reading and imagery analysis, and a special program for Agency officers attending senior external programs.

New programs were initiated or are still under development: CIA: Today and Tomorrow, Narcotics Operations Familiarization, Large Scale Systems Analysis, Office Management Seminar, for senior secretaries and administrative assistants, and the Information Science Training Program, which was transferred to CIA from DIA and is now conducted by OTR.

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A. Objective 2 : DD/M&S (Contd.)

In coordination with the Board of Visitors, an intensive effort was undertaken to develop a training program for middle-managers in the Agency. The first offering of this program, Advanced Management Program, consisting of seven distinct units with a total training time of 14 days, is scheduled for 26 September 73.

OTR initiated the use of self-study videocassette programming in FY 73 in the form of a Reading Improvement series produced by Time-Life, Inc. Videocassette player and receiver equipment was purchased and current planning calls for the establishment in early FY 74 of Self-Study Centers in Headquarters and Chamber of Commerce Buildings in which the reading program, as well as recently acquired cassette programs in management training, will be available. Videocassette equipment was also purchased for agent and liaison training in anticipation of OTR's producing its own operational training videotapes as well as possibly transferring some of its film inventory to videotape.

In May 73 OTR took steps to develop and implement its first major reorganization since the mid-50's. A task force of three senior OTR officers was appointed and provided with guidance concerning the new concepts and emphasis then emerging from the Agency's senior management. These included more efficient use of personnel, looking upon the Agency as a single working team, regarding the intelligence cycle as a unitary process, studying the feasibility of retaining [redacted] as a training center, and incorporating into the training effort an increased infusion of ideas and developments from outside the Agency which might result in new directions and ways of accomplishing the Agency's mission. The task force incorporated most of the T/O planning for the FY 74 cut (25) in the reorganization. The DTR concurred in the reorganization proposal at the end of July 73. The proposal was approved by the DD/M&S on 10 August, and the new OTR organization was effective on 15 August 1973. 25X1A

b. Shortfall

None of any special significance.

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A. Objective 2: DD/M&S (Contd.)

4. Problems

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Several problems were identified by the Curriculum Council and the Task Force with which OTR may well be confronted, the most important being that of reconciling training doctrine and developing its application to collection, management, and production of intelligence. Other problems were the uncertainty as to the response, in numbers, of students attending courses now transferred from headquarters to [REDACTED] the lack of recency of operational experience of OTR's staff; the need for records management training but a lack of instructional resources; and the extent of a paramilitary capability to be retained at [REDACTED]

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5. Future Plans

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Full transition to the new concepts and alignment in OTR is likely to take considerable time. Many of the personnel adjustments required to fit individuals into the new structure still lie ahead -- for the new structure reduces or eliminates a number of activities previously conducted, expands some existing ones, and creates still others that will require new skills and talents not currently in evidence in OTR on the Staff.

The FYs 74 and 75 objective wherein OTR will review its programs will be modified to reflect responsibilities under the new reorganization. Emphasis will be given to additional curriculum changes required to meet the needs of analysts, particularly those needs emerging from newer analytical techniques and from new economic, ecological, and other intelligence developments.

6. Costs: \$70,000 Many years: 3.2

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SECTION II ACCOMPLISHMENTS

A. Objective 3 : DD/M&S

1. Statement of Objective

Expand OTR's capability to train staff and agent personnel whose Agency assignments must be carried out under non-official cover (NOC).

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2. Action Plan

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SECTION II ACCOMPLISHMENTS

A. Objective 4 : DD/M&S

1. Statement of Objective

Using the facilities at the Defense Intelligence School, provide training of intelligence officers, including those from other member-agencies of the Intelligence Community, in applications of information science methods to intelligence tasks.

2. Action Plan

OTR assumed responsibility for the curriculum of the Information Science Center at the Defense Intelligence School (DIS) in May 1972; Information Science Training Staff established in OTR; operating in DIS facilities, Staff would modify, as experience dictated, programs in DIS curriculum; goal was to provide training in information science to CIA officers and to officers from other member-agencies in the Intelligence Community; to increase attendance by approximately 500 in all programs (120 students at DIS in FY 72; 620 for OTR in FY 73); schedule to be published by 1 August 72 for information of all eligible Community employees and to include three courses, ranging from one to four weeks, a total of eight presentations; initiate discussions to effect move from DIS to Chamber of Commerce Building. Also, the courses were to be tailored for input into other OTR programs.

3. Progress and Shortfall

a. Progress

The objective met planned levels of performance, except for a nominal shortfall of 67 in the FY 73 goal of 620 students.

On 1 August 72, the Information Science Training Staff announced its scheduled courses for FY 73. There were three, each scheduled twice: Information Science for Management (one week), Survey of Intelligence Information Systems (three weeks), and Information Science for Intelligence Functions (four weeks). The schedule went as planned, with six classes being conducted for 173 employees, (61 from CIA and 112 from the Community) -- (Each running was oversubscribed). The coverage in the

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A. Objective 4 : DD/M&S (Contd.)

curriculum was tailored for eight other presentations, including those to OTR's Midcareer and Intelligence Production classes and for classes at NSA and at the DIS. Attendance for all programs was 553, for 5295 student days -- an increase of 10% over the FY 72 program, and the ratio of staff to student days more than doubled.

b. Shortfall

OTR set a goal of 620 as the student body for FY 73 -- an increase of 500 over the DIS output of FY 72. The shortfall was not in the six runnings of three courses in the curriculum but in the numbers expected to be reached through especially designed courses or programs. New to the endeavor, it appears that OTR sets its sights too high.

4. Problems

In FY 73, Chief, Information Science Training Staff, was advised by the Director of the Defense Intelligence School (DIS) that space at DIS allocated to the Information Science Center was under consideration as the location for the Graduate School Program of the School. DIS made clear its desire to either limit the OTR-conducted program or to move OTR out. Space in [REDACTED] Rosslyn, was unsuitable. With approval of the DD/M&S, plans were initiated to move the Center into the Chamber of Commerce Building in early FY 74.

5. Future Plans

OTR foresees no significant modification to its stated objective for FYs 74 and 75.

All staff and terminal facilities will be moved from the DIS into the Chamber of Commerce Building in time to begin a new schedule of courses in September 73. Thirty weeks of training have been scheduled for FY 74, representing an 87% increase over FY 73. OTR will continue to use the DIS computer and will continue to provide guest lecturers for courses DIS conducts at its facility.

6. Costs: \$314,362 ; Manyears: 3.0

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SECTION II ACCOMPLISHMENTS

A. Objective5 : DD/M&S

1. Statement of Objective

Support the Agency's program of professional career development.

2. Action Plan

In FY 73 initiate efforts to provide Agency managers with guidance for the systematic use of training as an instrument of personnel development; Special Assistant for Curriculum Development to develop the "Profile of Courses," in coordination with OTR's Curriculum Council and to be approved by the Executive Director-Comptroller; profile to outline a "core" program of training for both the professional and managerial development of the Agency's officer corps; publish the profile in November 72; and include the profile in the new OTR Catalog of Courses, as the central feature around which all other training available to Agency personnel is to be structured.

3. Progress and Shortfall

a. Progress

This objective exceeded OTR's planned level of performance. In response to the Executive Director-Comptroller's desire for enhanced management training in the Agency, OTR determined that there existed a distinct vacuum in the training of mid-level officers with regard to managerial and supervisory responsibilities. As a consequence, an Agency-wide task force, constituted under the auspices of OTR and the Agency's Board of Visitors, identified the key types of training needed for "middle managers" and OTR has now developed an Advanced Management Program to be offered for the first time in September 73.

OTR has also advised the Board of Visitors of the critical need to upgrade the role and authority of component training officers if there is to be a logical, effective use of training for personnel development. OTR and the Board of Visitors are now in consultation about both the objectives and possible

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A. Objective 5 : DD/M&S (Contd.)

elements of such a program which is a logical prelude to active collaboration between OTR and heads of major components in developing prototype training profiles for key categories of their personnel.

b. Shortfall

None

4. Problems

No special problems of significance.

5. Future Plans

The early, unscheduled start which was undertaken in FY 73 hopefully moves OTR closer to the stage of actively working with heads of major components -- as stated in OTR's FYs 74-75 objective -- to establish training profiles for their several personnel complements.

In FY 73 OTR worked with the Office of Personnel in compiling the training annexes -- or statistical forecasts of training requirements -- which are part of the Personnel Development Program. It is expected that such forecasts will provide us with more reliable projections of training requirements than have ever been available before. In FY 74 OTR will work closely with the Office of Joint Computer Services in an effort to program a computerized system of obtaining requirements.

6. Costs: \$9,000; Many years: .3

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SECTION II ACCOMPLISHMENTS

A. Objective 6 : OTR

1. Statement of Objective

Strengthen the Training Career Staff.

2. Action Plan

Maintain liaison with other components, particularly DDO, to arrange rotational assignments that offer developmental opportunities for MT careerists; identify and sponsor as required, external training keyed to individual needs for MT careerists; and undertake actions to reduce the average age of OTR's professional careerists from the 30 June 72 level of 48.5 to an average of 47.0 by 30 June 73.

3. Progress and Shortfall

a. Progress

The program did not meet the planned performance goals.

Within the last five years the number of rotational assignments of MT careerists to other components has been noticeably declining. At the beginning of FY 73 the number stood at ten, reflecting a sharp curtailment in such assignments to DDO - especially to the Far East area -- as paramilitary and related training activities there were phased out. Efforts to reverse this trend continued but were hampered by the lack of young Agency careerists who are more easily placed in other components.

Satisfactory progress was made in sponsoring MT careerists for meaningful external training. One member attended the Naval War College; several were enrolled in mid and senior-level FSI programs; and a number attended special programs, particularly in the management field, conducted by the Civil Service Commission, and the American Management Association.

b. Shortfall

Curtailment of special operations training plus general retrenchment actions throughout the Agency dropped the number of MT officers on assignment to other components to eight as of 30 June 73 -- a number below which OTR must not fall.

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A. Objective 6 : OTR (Contd.)

4. Problems

Unless substantial progress can be made in obtaining DDO assignments for operations instructors, OTR will soon lose the capacity to develop such instructors within the MT Service and will become entirely reliant on the DDO to provide the staff for this vital function. We are continuing our discussions with DDO officials regarding various means of dealing with the problem. One solution is to attract midcareer "D" officers who, for whatever reason, would prefer the Training Service; so far their numbers have been small. A more promising solution is to identify several Career Trainees each year who want Training careers and who, with the DDO's assistance, would first be given operational assignments abroad, then come into OTR and follow a career pattern of rotating between operations instructor jobs in OTR and field assignments with the DDO. The Career Management Staff of the DDO has expressed willingness to try such a system as soon as OTR has suitable candidates for it.

5. Future Plans

OTR has levied a requirement on the Career Training Program for two or three officers a year. This, plus other recruitment planning, is expected to increase the number of junior and mid-level officers in the MT Service, giving it more flexibility and simplifying rotational problems. OTR's recently revised T/O provides for a senior Career Development Officer who will give special emphasis to plans and efforts to strengthen the Career Service.

6. Costs: \$20,000; Many years: Negligible

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SECTION II ACCOMPLISHMENTS

A. Objective 7 : OTR

1. Statement of Objective

Prepare officers at all career levels to assume increased responsibility involving decision-making and execution of policy, in FY 74 and to be operative in FY 75, develop new, or revise present courses on management for officers at the junior, middle, and the senior levels.

2. Action Plan

By 30 June 73, a paper describing the management training program for Agency officers was to be submitted to the DTR by the Chief, Support School; a pilot course for senior officers, emphasizing leadership and management control mechanics was to be designed and conducted by the end of December, then revised and conducted as requested; and work was to begin on the design of an advanced program responsive to an apparent need for management training by mid-level officers. The last-mentioned action involved assignment to a task force, to be in operation by mid-January 73, and completion by the task force of a course proposal by mid-June 73 for review by OTR's Curriculum Council.

3. Progress and Shortfall

a. Progress

The program did not meet planned levels of performance goals.

The paper describing Agency management training was submitted to the Director of Training, and all deadlines were met on the Advanced Management Program. The Curriculum Council did not review the prospectus for the program as planned, but the same task was accomplished by the Board of Visitors. (OTR has announced the pilot (14 days) course for officers, GS 13-15, to begin 4 September.

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A. Objective 7: OTR (Contd.)

b. Shortfall

The Leadership Conference, tried first in OTR, failed to meet expected objectives. As a major revision obviously was called for, the Conference becomes once again, an assigned task for FY 74 and FY 75. Research is to be completed by the end of April 74; the first running under the title of "Executive Conference," is scheduled for December 74.

4. Problems

The problem is one of content, that is, what exactly should be included in a program designed for senior managers. Guidance is needed.

5. Future Plans

The general thrust of the stated objective will remain unchanged for FYs 74 and 75. With the Advanced Management Program under way, OTR will turn its efforts, with assistance from the Board of Visitors and other top managers in the Agency, to developing a management program appropriate to the needs of the senior officers in CIA.

6. Costs: Negligible; Many years: 1.0

SECTION II ACCOMPLISHMENTS

A. Objective 8: OTR

1. Statement of Objective

Support the Agency in its development of an improved foreign language capability.

2. Action Plan

In FY 73 OTR planned to conduct classes in languages for which requirements existed; establish part-time classes in closer proximity to the sources of students; expand opportunities for testing proficiencies; support self-study through an expanded home-study program involving the use of cassette tapes; continue to support the Language Development Program by assisting the Language Development Committee and through briefings and training publications; and to enhance the qualifications of personnel in the Language School to ensure high-quality instruction.

3. Progress and Shortfall

a. Progress

The program met expected level of performance. OTR achieved the language training goal established for FY 73: 700 students; 20,000 student days but one less language in the curriculum.

(1) Training

Statistics show there were 775 Agency employees in attendance at courses conducted by the Language School for 21,145 student days, in one of 22 languages. Further break-down shows:

654 employees were engaged in 19,757 student days of daytime study. (In FY 72, there were 558 students in 17,830 student days.) There were 223 classes in FY 73 (92 full-time and 131 part-time), in 22 languages. (In FY 72, there were 212 classes -- 104 full-time and 108 part-time -- in 23 languages.) (Norwegian was dropped in FY 73.)

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A. Objective 8 : OTR (Contd.)

One hundred twenty-one employees were enrolled in the Before-and-After-Hours-Training Program in 11 classes of French, German, Spanish or Russian. Of the 11 classes, two were exclusively for the Office of Technical Service. Total student days: 1,388, with fifty-eight students completing the courses. This is a drop of 445 student days from FY 72's level of 1833 -- though student level (129 in FY 72) and classes (11) were approximately the same.

In sum, attendance compared:

	FY 73	FY 72	FY 73 %Increase/Decrease
Language	22	23	-4.3
Classes	223	212	+5.2
Students	775	687	+12.8
Student Days	21,154	19,633	+7.7

In addition, in FY 73, 38 dependents attended day-time classes in one of 15 languages, six of the classes being set up especially for the dependents (in French, German, Spanish, and Indonesian), and 31 persons were in "special training" for a total of 130 student days as compared with 148 in FY 72. These programs were given off Agency premises for covert personnel and in four languages: French, Spanish, German, and English.

Outside the Agency, 64 employees studied languages, all full-time, at non-Agency facilities and at Agency expense. (This figure does not include overseas, Station-sponsored training, or the DDO's Language and Area Studies Program. Data are not complete on the number of employees studying at overseas posts.)

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A. Objective 8 : OTR (Contd.)

(2) Support to Training

The total number of proficiency tests given by the Language School in FY 73 was 1,426 (the FY 73 goal was 1200), compared with 1,194 for FY 72. The increase was, in part, the result of OTR's efforts to clear untested claims -- the effort including an Agency notice establishing a 90-day limit for testing, and conducting tests in Headquarters building rather than in the Chamber of Commerce. Reading tests in five languages were revised and a comparative study was begun of the FSI's and CIA's proficiency testing systems, with the goal of bringing the two systems into greater agreement in terms of both method and standards of testing.

The self-study program, operating out of the Language Library in Chamber of Commerce building, provided texts and tapes in 37 languages, to over 700 employees. The Library's cataloguing system was overhauled with the support of the CIA Library; the collection of 4000 books is now consistent with the CIA's cataloguing system.

The Language School furnished the secretariat for the Agency's Language Development Committee (which met ten times in FY 73), collecting and analyzing data on language requirements, and recommending actions to clear the Language Qualifications Register of approximately 700 untested ratings. The school also conducted a series of briefings of Division supervisors and managers in the DDO to outline the Agency's language training program and the support available through internal and external sources. And, two issues of Language Highlights were published to increase awareness of the importance of language skills to the Agency.

Training was given to the instructional staff of the Language School in student performance-appraisal, equipment operation, communist terminology, taping techniques, instructional training, and in training reports-writing.

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A. Objective 8 : OTR (Contd.)

(3) Part-time Training

In FY 73 the Language School had as an objective to take additional language training to the customers and would accomplish this by increasing the number of part-time courses conducted in the Headquarters building. The objective was achieved with an over-all productivity increase of 140% (39 classes, 223 students in FY 73 vs. 15 classes, 102 students in FY 72).

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(4) Total Immersion Program

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Since 1957 OTR's Language School has used [REDACTED] for two to three-day "total immersion" programs for full-time students, in groups of five to eight, including faculty members. The programs provide an excellent opportunity for students to live the language. In FY 73 there were 61 such groups, in 14 languages. During this period the Language School proposed an expansion of the total immersion program and began to work on an experimental four-week program but with the specific goal of reducing the time for learning a language. Russian was identified for the experiment, to begin in late October 73.

b. Shortfall

The Before-and-After-Hours Language Training Program fell below expected FY 73 levels. There was a 24% drop in students, compared with FY 72 and a drop of 445 in student days.

4. Problems

A key problem in OTR's Language School is maintaining an instructional capability to respond to both specified and ad hoc requirements and to maintain that capability at cost-effective levels. Basic to this is what language training is it that OTR should be engaged in. The Language Development Committee has already begun a study on the subject.

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A. Objective 8 : OTR (Contd.)

With reference to part-time training at Headquarters, efforts to find adequate space for classrooms has met with only limited success. Expansion of the program depends on suitable quarters; lack of them may necessitate dropping the FY 75 objective.

5. Future Plans

OTR's objective to support the Agency's Language Development Program will continue in FYs 74 and 75.

OTR plans to add German and Japanese to the part-time training curriculum at the Headquarters building, beginning September 73 and to increase the activity by adding languages or courses in current languages in FY 75.

The first total immersion program in Russian is scheduled to begin in late October 73 at [REDACTED] 25X1A
If this program is productive, two other programs will be offered one in French and another in Spanish in FY 74. In FY 75 plans call for a fourth program. The total immersion program is intended to hasten achievement of higher levels of proficiency by students in classes at the Language School. It may be determined to be a particularly effective way for non-students whose assignments require a high level of skill in a language and time precludes their formal enrollment in training; or it may be effective for the maintenance of higher level skills. The [REDACTED] is the logical location for what could become a permanent language immersion center.

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Of particular significance to OTR will be the findings of the GAO in its most recent report on Government language training, and how the findings will affect the role, if any, OTR will have in supporting Government-wide programs. OTR had originally proposed \$10,000 in FY 74 for participation in U. S. Government language community joint materials development projects. This sum was cut from the FY 74 Budget but funds have been included in the FY 75 Program Call.

It is probably that the language community will propose to develop training materials in FY 74 and that CIA may be asked to contribute its fair share. (There is already some discussion of a joint project for a speaking course in modern Mainland Chinese.) OTR,

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A. Objective 8 : OTR (Contd.)

and the Community also, have a great need for quality self-study materials in a variety of languages. Funds in the amount of \$10,000 to develop materials may be required in FY 74; \$30,000 for this purpose in FY 75.

6. Costs: \$1,242,953; Many years: 79.8

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SECTION III OTHER ACTIVITIES

A. External Training Program

The goal of OTR's External Training Program for FY 73 was to administer the program at a level equivalent to that of FY 72. The goal was exceeded by 8.7%, or 3015 applications processed in FY 73 compared with 2754 in FY 72.

Of this approximate 3000 applications, 5.1% were for full-time training of a semester or more, including senior schools and other executive management courses, and 25.7% were applications for part-time local academic study. 48.6% were applications of Agency employees for attendance at short courses conducted at other Government facilities and at commercial institutions. Not included here were the 2.0% for full and part-time language study at Government and non-Government facilities. Courses in information sciences, recorded separately from the above, involved 14.0% of the total applications processed, and the remaining 4.6% were for correspondence courses.

For the nine principal programs under the review of the Agency's Training Selection Board, there were 88 officers processed for attendance and for whom administrative assistance was provided as required during the time of their attendance.

The over-all expenditure in the Agency for external training for FY 73 was \$1,359,103. The Office of Training's budget was 22% of the total, or \$302,326. In FY 74 only the Training Selection Board and the Foreign Affairs Executive Seminar at the Foreign Service Institute are budgeted by OTR; all other programs are the responsibility of independent components. However, as mentioned in Section V, OTR is recommending Agency sponsorship of the Off-Campus Program, funds to be administered by OTR.

Costs: \$172,558; Many years: 10.5

B. Special Programs

Included here are activities touched on under Section II Objective 1, and describe OTR's effort to meet the Agency's commitments vis-à-vis other Government agencies and departments:

1. As a result of a White House initiative, the Agency participated with the Foreign Service Institute, Customs, and the Bureau of Narcotics and Dangerous Drugs, in the organization and

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conduct of a three-week course called the Joint International Narcotics Control Training Program. This program was designed to acquaint the Bureau of Narcotics and Dangerous Drugs and Customs officers slated for overseas duty, with the organization and functions of overseas missions. At first, the Agency's participation was two days but later when it was learned that only a few of the officers attending were going overseas in the foreseeable future, it was cut back to one-half day, with an additional half day of more specific orientation for those members of the class with firm assignments. Officers from the DDO conducted several sessions. One hundred fourteen trainees, ^{25X1A} six runnings, attended the course in FY 73.

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5. Sparked by the interest of Mr. Schlesinger, several eminent scholars or experts in their fields were invited to speak in the Auditorium to Agency and Intelligence Community audiences, including

presentations, including the recording and editing as required.

Costs: \$100,000; Manyears: 4.0

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C. Support to OTR Training

Specific goals attained in FY 73 in support of OTR's over-all effort and not covered in Section II are:

1. Processing 6,700 requests for enrollment in OTR's courses -- an increase of 13.4% over FY 72's total of 5,800.
2. Preparation of data for the Agency Training Record (14,200 items) showing OTR, component, and external training completed by Agency employees, and transmitted to OJCS for microfilming and for production of semi-annual print-outs to be made available to all Component Training Officers.
3. Arranging for assistance to instructional programs from Agency and non-Agency guest-speakers; 205 of the 2,600 appearances being non-Government guests whose fees totaled \$21,250.
4. Beginning work on translating the Agency Training Kit into French for use of French-speaking operations instructors. Completion date is set for 31 December 73; total cost is \$4,000, half of which was funded in FY 73.
5. Refilming the Risk-of-Capture program (now required for all officers in the DDO who are assigned to B, C, and D risk areas), including insertion of new graphics.
6. Leasing three word-processing machines to acquire experience with the equipment so as to determine the extent to which OTR should use the machines to support its clerical functions.
7. Acquiring from the Executive Director-Comptroller responsibility for editing the Studies in Intelligence.

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Costs: \$63,000; Manyears: 4.6

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SECTION V RECOMMENDATIONS

Changing emphases growing out of OTR's examination of FY 73 commitments and the new demands resulting from the Agency's restructuring, call for deemphasis, and in some cases, discontinuance of certain objectives programmed for FYs 74 and 75, and for initiating new objectives for the same period. Among objectives to be considered concern:

A. The Self-Study Program

The Self-Study Program, a possible new ingredient in the Agency's career development of its employees, takes on several forms. One, already endorsed by top-management and opened to consideration by supervisors for some type of monetary recognition, is the individually sponsored academic degree earned during off-duty hours.

A second program, and one of recency in OTR, is the establishment of Self-Study Centers, using the video cassette technique. OTR, at the end of FY 73, purchased video and audio players and receivers, and tape cassettes on the subject of management. The cost was \$10,500. Additional tapes, other subjects, more equipment, OTR's own production of cassettes, accrediting employees for their self-efforts, and the increase in costs will figure predominantly into OTR's planning in FY 74. During these succeeding months OTR must also examine the program, giving particular attention to several priority factors, including the degree of sustained Agency interest in the program, requirements for additional Centers (purchase of equipment will be involved), and an evaluation of the professional soundness of the program measured against formal classroom teaching and against the potentially high cost of the program itself.

A third program is the Agency's Off-Campus Program, which is being reinstituted in October 73, this time under affiliation with the University of Virginia. Based on previous experience with the program, OTR recommends Agency sponsorship for all employees accepted in the program, and in addition, centralization of funds, in the amount of \$14,000 for FY 74, in OTR.

A fourth program to be considered is the extent to which OTR should schedule for presentation after regular-duty hours, those courses in its curriculum. Funds would be required to reimburse OTR's participating staff; students would not be compensated, except in acknowledgement of completion of the course(s) in official Agency records.

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B. Information Science Training

The extent to which the content of the present curriculum for information science training must further be revised and the consequent likelihood that the Staff and facilities may have to be augmented in FY 75, will be subjected to detailed examination by OTR in FY 74. Thus, a new survey of interagency requirements for FY 75 will begin in early November 74. Requirements for FY 74 of both CIA and the Intelligence Community have already been incorporated in the FY 74 schedule.

C. Training for the Intelligence Community

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In the latter months of FY 73, the extent to which OTR will be required to provide additional support to the Intelligence Community



D. Guest-Speaker Program

Implementation of the recently approved Guest-Speaker Program (in the Headquarters Auditorium) will begin in early October, with the first of ten guests to be scheduled monthly throughout FY 74. Funds for speakers in the FY 74 program have been made available to OTR. The goals for FY 75, including funds for equipment will have to be re-set.

E. Use of Facilities

In late FY 73, OTR planned the move, to occur in early FY 74, of the Information Science Training Center from the Defense Intelligence School to the Chamber of Commerce Building and also the move of Clerical Training from the Ames Building to Chamber of Commerce. Other moves have since taken place, thus releasing classrooms, chiefly in Chamber of Commerce. OTR recently established a committee to investigate classroom use in all OTR's facilities, to ensure maximum use, to submit recommendations to the DTR for retention, modification, or release of any unneeded space.

F. Validating Instructions Programs

In OTR's Program Call for FY 75, a series of actions delineated OTR's intent to find answers to the question of effectiveness of its instructional programs, that is, the payoff in terms of individually improved performance on the job. In FY 73 several components worked

toward this goal, conducting debriefings of case officers, designing questionnaires and evaluating the answers, and holding discussions with groups of former students. The newly established Curriculum Development and Evaluation Branch, presently unstaffed, will be responsible for establishing the systems for evaluating programs and monitoring those systems. New objectives and method of attainment must await staffing.

G. Training Materials

In FY 74 OTR will begin a modest program wherein discussion groups of senior officers will be convened at periodic intervals to consider papers or presentations on selected intelligence topics. It is expected that out of this program will come subordinate programs directed specifically to developing new, or updating present case studies and similar material for use in OTR's courses.

OTR is presently studying the feasibility of producing a Liaison Training Kit for OTR's instructors charged with training liaison officers and for field case officers who may have to do similar training. If the study proves positive, the work is expected to begin in FY 74 and will be done with existing manpower and no cost other than Printing Services Division costs for the printing.

OTR completed FY 73 without having achieved its goal of producing short, low-cost training films. Failure to do this was partially the result of the preoccupation of OTR's small film unit with requirements of other components in the Agency. For FYs 74 and 75 OTR will have to reset its goals, examining requirements for the services of the unit, determining the priorities and how best they can be achieved under present staffing and budget restrictions. OTR is presently negotiating with [REDACTED] script writer, for his assistance in producing films for OTR in FY 74.

H. Training Support

That the OTR will provide support to the Agency at the level of 72,000 student days in FYs 74 and 75 -- a 4.2% increase of an estimated FY 73 output of 69,000 days -- is expected to require a downward revision, given prescribed reductions in Agency personnel over the succeeding years and the direction in OTR toward shorter courses of one to three days for larger audiences as opposed to courses, for example, of one and two weeks for smaller groups of employees.